



**Strategic Plan
2017 to 2020
V4. 9-15-17**

OUR MISSION

Current

The purpose of the Elizabeth Lane Oliver Center for the Arts is to establish and maintain an educational program and facility for the advancement of the arts. The Art Center also works to promote and develop the visual, performing, culinary, and literary arts in Benzie County and the surrounding area.

Proposed

The purpose of the Elizabeth Lane Oliver Center for the Arts is to maintain an educational program and facility for the advancement of the arts in our community, and to develop and promote the visual, performing, culinary, and literary arts through education, events, collaborations and outreach.

LONG TERM VISION

(It may take 5 to 10 years to achieve. It represents our big, audacious dream.)

The Elizabeth Lane Oliver Art Center (The Art Center) is thriving with a reputation as a “must visit” destination in the region where residents bring their guests and people travel to experience our programs. The Art Center is humming year around with creativity and activity including an expanded performing arts program. Young people from throughout the region participate in our youth programs including expanded summer camps, after school and drop-in options. The Art Center has a successful ceramics studio with a full-time instructor and year-round classes.

We are financially strong with 1000 members and 500 donors, each supporting us at \$500 annually. We have a Preservation Fund (endowment) of \$3 million in place, generating a return of 4% or greater. Art sales are through the roof, benefiting artists and people who purchase art. We are known as a place to shop for unique gifts for all occasions. We have the volunteers and staff in place to support our work. We have a strong, diverse and highly engaged board and a productive committee structure.

The Art Center has had a significant impact on Frankfort and the surrounding area, attracting visitors to restaurants, shops and other cultural venues. Our residents and schools have access to stable arts programs for families and youth. Artists can make a living in our region; they can sell their work and attract a wider audience.

AREAS OF FOCUS 2017 TO 2020

(To move us forward over the next three years in achieving our long-term vision)

Area of Focus 1: Increase awareness of the Oliver Art Center to increase the number and diversity of our members, patrons, volunteers, donors and artists.

Area of Focus 2: Increase funding available for operations, programs and facilities/equipment needs.

Area of Focus 3: Develop and grow our team of staff, board and volunteers.

Area of Focus 4: Further develop and expand our programs in line with overall strategy.

FUNDING MODEL

Revenue Source	2014	% of total	2015	% of total	2016	% of total	2017 budget	% of total	2018 target	% of total	2019 target	% of total	2020 target	% of total
Grants	32050		18150										10000	
Contributions	114602		22378										72000	
Memberships	72993		78613										81000	
Facility/ Building Use	45170		44408										44000	
Program Service Revenue	38101		27132										27000	
Fundraisers/ Special Events	20362		19851										20000	
Gift shop/ Gallery Sales	49797		44078										45000	
Interest	232		276											
Class Fees	44419		51116										51000	
TOTAL OPERATING REVENUE	282016	100%	306002	100%	278457	100%	281549	100%		100%		100%	350000	100%

Notes:
 Assumes a reduction in revenue from grants and an additional \$50000 annually from donors and an additional \$3000 per year in memberships.

STRATEGIC PLAN IMPLEMENTATION

Area of Focus 1: Increase awareness of the Oliver Art Center to increase the number and diversity of our members, patrons, volunteers, donors and artists.			
TEAM: Ralph, Bill Beck, Nancy Reid, Brian			
STRATEGY	TIMING	LEAD	GOALS
Expand our presence and position in our community and beyond through new outreach and promotional efforts (2017-2018 Marketing and Promotional Plan; Creating Connection workshop Sept 28 – Ralph, Greta, Merc to attend)			Expand reach beyond Benzie County
Enhance internal communications (within the facility) to promote donations, memberships, and sales including class participation. (Example: “Buying unique items from our gift shop supports art and artists.”)			Increase attendance, memberships and donations
			Attract patrons from other areas of state
Prepare Board and volunteers as ambassadors. Arm them with stories, materials and information to conduct presentations at local service organizations and other community-based venues in and out of Benzie County, as well as to be informal advocates for OAC.			Attract artists from other areas of state
Increase involvement with local chambers and other organizations e.g., Stormcloud, to partner on programs and promotion.			Board and volunteers assist in delivering the message as ambassadors
.			
Establish a “New to Benzie” welcome group to attract new retirees, families, next generation of members, board members and donors.			

Area of Focus 2: Increase funding available for operations, programs and facilities/ equipment needs.			
TEAM: Stan, Blake, Carol, Betsie			
STRATEGY	TIMING	LEAD	GOALS
Increase earned income by targeted promotion for non-wedding rentals and gift shop and gallery sales.			Increase budget by \$50,000 annually for operations to \$320,000 total Endowment at \$3 million
Transition to a 60/40 class fee split with instructors.			
Establish a new lead for fund development committee.			
Develop a campaign for 100 donors x \$500 = \$50,000 (in 2019 so as not to interfere with 70 Club donations?)			
Increase sponsors for exhibits, events and projects.			
Launch formal endowment campaign.			
Board members to make an “ask” at free events (not to include gallery openings.) Script to be provided.			
Respond to facilities and equipment needs identified by staff as well as those identified as part of programming proposals that are approved by staff and board. <i>(this item is included here to avoid having an additional Area of Focus that only covers facilities and equipment)</i>		Identify funding needs for cameras and screens in kitchen and large classroom to show instructor demonstrations. Identify funding needs for improved microphone capabilities for gallery.	

Area of Focus 3: Develop and grow our team of staff, board and volunteers.

Team: Irene, Jane and Hallie

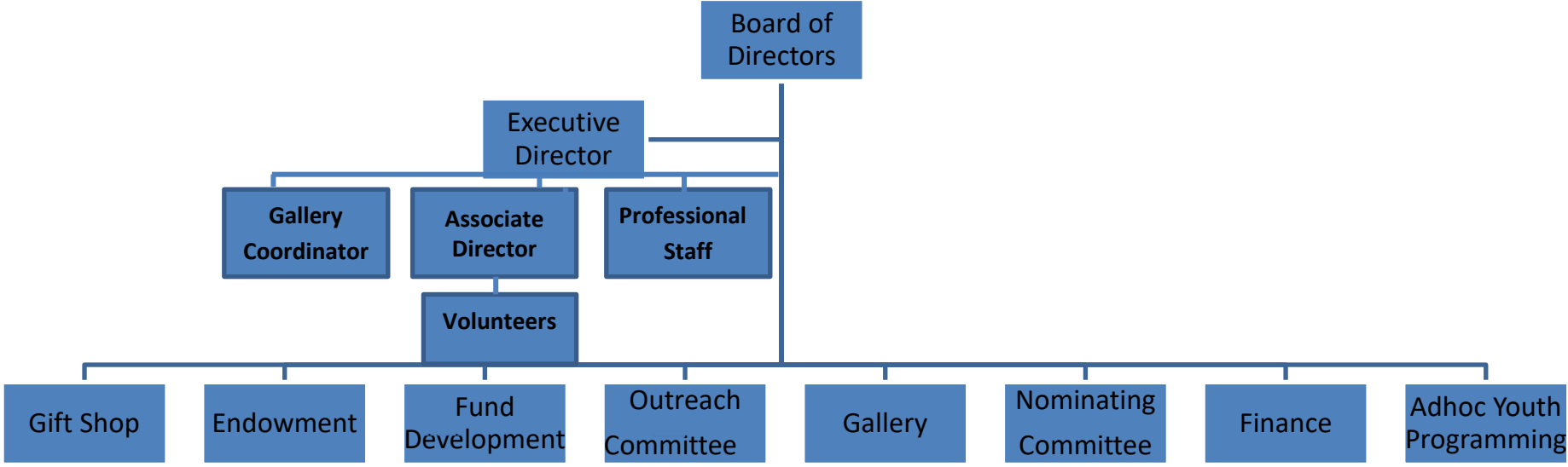
STRATEGY	TIMING	LEAD	GOALS
Incorporate a mission moment at board meetings (ideas for future “moments” welcome)			Every board member participating on a committee and as an ambassador
Establish an outreach team to develop and equip the board and staff as ambassadors.			
Establish a nominating committee to recruit future board members and leaders with desired networks and skill sets			Volunteers in place to meet needs
Refine committee structure with each board member taking at least one committee assignment.			
Populate committees with non-board volunteers.			Staff in place to support growth
Inventory volunteer needs and recruit additional volunteers; hold a thank-you reception for volunteers and ask them to bring friends.			
Update personnel policies and procedures.			
As additional funding is available, determine key staffing needs and expand staff to 4 FTEs.			

Area of Focus 4: Further develop and expand our programs and capabilities in line with overall strategy.

TEAM: Greta, Mary Kay, Mercedes

STRATEGY	TIMING	LEAD	MEASURE
Consider holding smaller, low-cost workshops (i.e. holiday crafts)		Staff to recruit instructors	Increase in program users
Establish a program development tool to vet ideas for new programs/capabilities including perceived need, audience, tie to mission/vision, equipment and budget needs, proposed instructor(s) and timing.		Staff	Increase in year-round visitors
Evaluate multiple options for youth programs and how to fund and sustain them long-term. (artexperience in Pontiac)		Ad hoc Youth Program Committee and Mercedes	

ORGANIZATIONAL STRUCTURE TO SUPPORT THE STRATEGIC PLAN



APPENDICES

APPENDIX 1: OUR CHANGING COMMUNITY

- Changing demographics
 - Affordable housing
 - Influx of summer residents
 - Growing retirement community
 - Lack of younger families
 - Aging population
 - Increased substance abuse
 - Resident and seasonal population aging, therefore housing out of reach for majority of population
 - A growing retirement community
 - A growing community of unproductive system users
 - Shift in demographics(baby boomers, millennials, etc)
 - Greater influx of tourists- seasonal crowding
 - Increasing tourism and retirements
 - Lack of young families coming to area
 - Women in the work force are impacting the volunteer base all year
 - Becoming a retirement destination
 - More and more vacationers and people moving to region(most from urban areas)
- Changing/expanding arts sector
 - Diversifying art world
 - Shrinking funding
- Affordable housing shortages
 - Over half the homes in Frankfort are empty over 6 months of the year
 - Housing too expensive
- Political climate
 - State of funding for the arts in jeopardy
 - Decrease in arts funding, especially grants
 - Instability in US and globally
 - Increasing political awareness and activism
 - Schools struggle for funding
 - Prospect of less federal funding
- Younger people have different needs/priorities
 - Changing values, e.g. millennials
 - Social media expansion- the way to communicate with our patrons in the future
 - Increase in focus on sports, other activities
 - Need for childcare

- Changing economy
 - The growing TC area over recent years could be a plus if we can draw from that audience base
 - Need to make local employment attractive
 - Increase in regional tourism- how do we get in on that?
 - Difficult to find people to work, everyone understaffed(especially for the summer season)
 - Efforts to enhance economic opportunities in the area, especially TC
 - Trending towards local resources- many new farms and restaurants, breweries that use local goods(up north becoming almost its own self-sustaining county)
 - Increase in number of breweries and distilleries
 - Increase in foreign tourists
 - More out of area people vacationing here and in the surrounding area
 - Increasing reliance on tourism
 - Frankfort becoming a destination- lots of people downtown
 - Need for well-paying jobs, skilled trades training
- Regional planning/funding
 - Efforts to improve quality of life in all kinds of ways. Benzie and surrounding counties working on this
 - Pure MI campaign- attracting nationally and internationally
- Increased fund development competition
 - Competition for scholarships
 - We need to address the preservation of the art center(used by more summer people)
- Drive for collaboration
 - Interlochen partnerships

APPENDIX 2: OUR STRENGTHS

- Facility
- People know artists; resources
- Location
- Encourages walking/car pooling
- Great membership
- Lots of people willing to volunteer
- Strong, talented Board
- Small but mighty staff
- History of success
- Financially stable; more mature than other nonprofits; one of most stable organizations in county

APPENDIX 3: OUR CAPABILITIES/ CAPACITY NEEDS

- Need a larger, more diverse Board
- Scale-up staff
- More volunteers
- Increased visibility/social media/PR/outreach- more strategic marketing plan and define resources needed
- Increase use of technology/educate Board
- Some equipment/sound treatment/dampening- piano, theater seating; lighting
- Parking

Current Funding Model

- Membership/donors: 50-75K 45%
- Sponsors: 20K 12%
- Fundraiser: 12K 7%
- Grants: MCACA 30K, RCX 0 18%
- Endowment: 3-4K
- Earned income
 - Classes 8K
 - Gift 8K
 - Gallery 6K
 - General 1K
 - Rentals 20K

Fundraising opportunity

- Planned giving
- Only 50 people give at \$500 or greater
- Only 2 of those who give at \$500 or greater are permanent residents
- Need to upgrade those at \$100 or less
- 2018: 70th anniversary of arts center